

Start of Mid-term Business Plan “Vista 2021 Stage II”
—Strive for perpetual growth and become a company that carves out the future—



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Name of listed company: Nissan Chemical Corporation

Stock Exchange: Tokyo

Code Number: 4021

URL: <https://www.nissanchem.co.jp/eng/>

Representative: Kojiro Kinoshita, President

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We have now started “Vista 2021 Stage II.” This stage corresponds to the last three years of our six-year Mid-Term Business Plan “Vista 2021,” launched in FY2016.

1. Review of Stage I

Net sales were below target mainly because sales from new products and wholesale operations were less than planned. However, operating profit reached the planned level thanks to growth of active ingredients of veterinary medicines and display materials for photo-alignment IPS.

(1) Net sales and operating Profit (¥billion)

	FY2018		
	Actual (A)	Plan (B)	(A)-(B)
Net Sales	204.9	217.0	-12.1
Operating Profit	37.1	35.0	+2.1
Ordinary Income	39.1	35.6	+3.5
Net Income	29.4	27.1	+2.3

(2) Issues to be addressed

Issues to be addressed in order to maintain the current upward trend in sales and profits in the future include (i) the issue that our profits are driven by certain products; (ii) delays in the creation of new products, and (iii) our response to risks that might hamper growth.

2. Outline of Vista 2021 Stage II

We set out our ideal situation at FY2021 as a waypoint to achieving our Long-Term Business Plan “Progress 2030.” By focusing on solving the issues identified in Stage I, we will gain a firm foothold for future initiatives. In light of our top priorities for corporate survival, namely Corporate Governance, Risk Management and Compliance, and the SDGs, we will also earn society’s trust by strengthening initiatives to address material issues (materiality).

(1) Ideal Situation at 2021

- 1) “Performance Materials” and “Agricultural Chemicals” are driving business results while the next growth engines are being created.
- 2) Organizations that enjoy challenges have been realized and diverse human resources demonstrate their abilities to achieve goals.
- 3) We contribute to the sustainable development of society through our business activities.

(2) Basic Strategies

- 1) Increase profitability of products that are sources of growth.
- 2) Strengthen ability to create new products.
- 3) Improve ability to adapt to social/market changes.

(3) Financial Target (¥billion)

	FY2018	FY2019	FY2021
	Actual	Outlook	Plan
Net Sales	204.9	210.5	235.0
Operating Profit	37.1	38.7	43.0
Ordinary Income	39.1	40.2	44.0
Net Income	29.4	30.2	33.0